Ministry of
Jobs, Tourism and Skills Training
and Minister Responsible for Labour

2012/13
Annual Service Plan Report

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and Minister Responsible for Labour

Message from the Minister and Accountability Statement

In this time of great economic uncertainty, enormous opportunity and fierce competition, British Columbia's unique advantages, including proximity to Asian markets, abundant natural resources, cultural diversity and stable economy provide our province with the assets required to succeed. The Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour work to ensure we remain a leader in the creation of jobs and investment attraction.

Over the past year, we launched a number of key actions to build on our strengths. To ensure a strong and sustainable tourism sector, we established Destination British Columbia, a new industry-led tourism marketing Crown corporation. We launched the BC Small Business Accord to hold government accountable for meeting the needs of the small business community and to ensure B.C. remains small-business-friendly, even as our economy changes. We worked to put British Columbians first in line for the jobs of today and tomorrow by releasing the *Skills and Training Plan* that expands and aligns our skills training programs with new economic opportunities and increases the number of people entering apprenticeships. Our ministry led a Premier's mission to Japan, Korea and the Philippines—resulting in business deals and agreements valued at over $500 million—and played a key role in expanding air access to B.C. from five important tourism markets.

These and many other successes were made possible because of the dedication of ministry staff and their hard work on behalf of all British Columbians. I very much look forward to working with them and with my government colleagues in the year ahead to build on these achievements to continue to secure prosperity for families and communities around the province.

The *Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour 2012/13 Annual Service Plan Report* compares the actual results to the expected results identified in the Ministry's *2012/13 - 2014/15 Service Plan*. I am accountable for those results as reported.

Shirley Bond

Honourable Shirley Bond
Minister of Jobs, Tourism and Skills Training and Minister Responsible for Labour

June 24, 2013

Message from the Minister of State and Accountability Statement

Small business is the backbone of our communities and our economy. It accounts for 98 per cent of all businesses in B.C. and employs over one million people. It has been a great privilege for me to work with small business owners and operators to advance this important portfolio since my appointment as Minister of State for Small Business in September 2012.

And it has been a busy seven months. Over 35,000 people participated in province-wide consultations that led to the creation of the BC Small Business Accord, which was revealed in March 2013. As part of the consultation, I visited many communities throughout B.C. to engage with businesses on identifying the issues they face and the opportunities to continue to make B.C. the most business-friendly jurisdiction in Canada.

The Accord contains a list of principles for government to consider when making policy, resource and program decisions. Instilling these principles throughout government and making them a part of the culture provides the foundation for better interactions with the small business community. I look forward to continuing to work to ensure the successful implementation of the Small Business Accord, which will require the ongoing and active engagement of the BC Small Business Roundtable.

Our government proclaimed October 2012 as Small Business Month, a time for small business owners and operators to network and learn about government services and programs that support the sector. We also continued to emphasize the importance of cutting red tape and regulatory burdens by holding a Red Tape Awareness Week in January. Since 2001, government has reduced unnecessary red tape by 42 per cent and we remain committed to holding that line until 2015—an effort which has allowed B.C. to maintain its "A" rating for cutting red tape with the Canadian Federation of Independent Business.

In my role as the Minister of State for Small Business and under the *Balanced Budget and Ministerial Accountability Act*, I have been responsible for achieving the following results for 2012/13:

(a) Leading the work of the small business portfolio and support the implementation of initiatives that contribute to making British Columbia one of the most small-business-friendly jurisdictions in Canada.

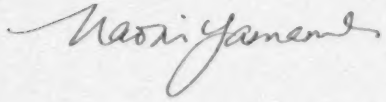
(b) Developing the BC Small Business Accord through consultation with small businesses, which will outline specific principles for the BC government to follow.

(c) Supporting and direct the ongoing work of the Small Business Roundtable to help identify key issues and opportunities facing small businesses in British Columbia.

(d) In response to recommendations from the Small Business Roundtable, coordinating the delivery of the Action Plan for Small Business, which sets out government's strategy for supporting small business.

(e) Working across government and in partnership with private sector organizations and other levels of government and continue to deliver tools, training and information to assist small business start-up and growth in all regions of British Columbia.

(f) Submitting to Cabinet a report on the results referred to in paragraphs (a) to (e) on or before March 31, 2013.



Honourable Naomi Yamamoto
Minister of State for Tourism and Small Business

June 24, 2013

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Highlights of the Year

The Ministry manages a large and diverse portfolio of government services aimed at supporting economic growth, job creation and skills training in the province. Over the past year, the Ministry undertook a number of key initiatives to advance these goals. This section highlights some of the most significant work and achievements of the 2012/13 fiscal year.[1]

Doubling Overseas Trade and Investment Presence

In 2012/13, B.C.'s network of overseas offices was reinforced and expanded—growing from 29 people to over 60 by March 2013—to open and expand markets for B.C. goods and services, and attract investment to grow priority sectors. This included the opening of four new B.C. trade and investment offices: in London, Hong Kong, Mumbai and Chandigarh.

Premier Christy Clark announces the opening of the Hong Kong trade and investment office.

Trade and Investment Missions

Building on the success of the November 2011 trade and investment mission to China and India, the Ministry led the Premier's mission to Japan, Korea and the Philippines in May 2012 to promote B.C.'s natural resources, as well as clean and high technologies to Asian investors. This mission resulted in 25 business deals and partnership agreements, valued at over $500 million, being signed or announced as well as in deepened relationships in key markets throughout Asia.

Renewing our Focus on India

The Ministry opened two new B.C. trade and investment offices in Mumbai and Chandigarh in December 2012 to provide export-ready B.C. companies with additional entry points into the diverse and fast-growing Indian market and offer support for Indian companies interested in business and investment opportunities in B.C.

Panelists discuss case studies of B.C.-India business successes at the inaugural B.C.-India Global Business Forum.

As part of a renewed focus on raising B.C.'s profile and increasing trade and investment opportunities with India, B.C. also hosted the inaugural B.C.- India Global Business Forum in Vancouver on March 11

[1] The 2012/13 fiscal year spanned the period from April 1, 2012 to March 31, 2013.

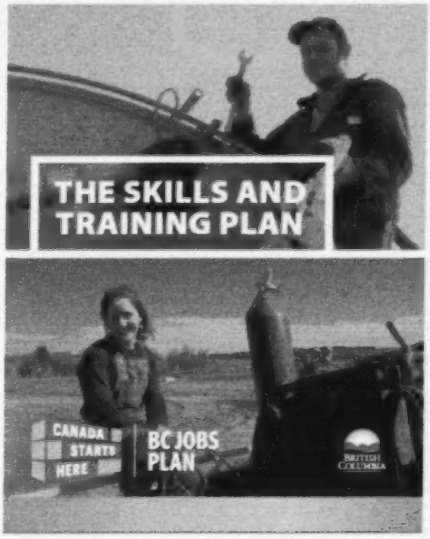
and 12, 2013. The event attracted over 450 participants including delegations from India and Canada, and high-profile speakers from India, Canada and around the world. The Ministry also undertook planning to partner with the Times of India Group, India's largest media conglomerate, to host the inaugural Times of India Film Awards (TOIFA) in Vancouver in April 2013. With a projected viewership of 400 million in India and around the globe, TOIFA represented an opportunity to build awareness of B.C. among Indian tourists and businesses, deepen existing relationships and launch enhanced trade activities with India.

Resolution of Trade Disputes

In 2012, a key dispute launched by the U.S. under the Softwood Lumber Agreement was won by the Province, with the Ministry's Softwood Lumber Unit and the Ministry of Forests, Lands and Natural Resource Operations playing the lead roles. Similarly, the trade dispute launched by Alberta against B.C. under the B.C. - Alberta Trade, Investment and Labour Mobility Agreement (TILMA) was also won by the Province. Actions to combat protectionism in other jurisdictions were launched by the Ministry to enforce the Province's right of access for its exporters to the markets of Ontario, Quebec and Alberta.

Skills Training for the Jobs of Today and Tomorrow

A skilled workforce is one of the foundations of the BC Jobs Plan, and working to ensure that British Columbians have the right skills for the job opportunities of today and tomorrow was one of government's top-priorities in 2012/13. To this end, government released *The Skills and Training Plan*, a comprehensive plan to expand and align skills training programs with economic opportunities to ensure British Columbians have the right skills, in the right places, at the right times. The plan centers on: promoting opportunities in the trades and technical fields; investing in training facilities and equipment; getting the right mix and quality of trades and technical programs while reducing the time required to achieve certification, and; aligning economic immigration to British Columbia's labour market needs. The work was a collaborative effort between the Ministry and our key partners in skills training – the Industry Training Authority, the Ministry of Advanced Education, Innovation and Technology and the Ministry of Education.



The Skills and Training Plan was launched in September 2012.

Helping Immigrants Integrate

In order to support the effective integration of immigrants into communities and the economy, the Ministry, through WelcomeBC, provided settlement services to approximately 60,000 immigrants over the past year and access to English language training to approximately 27,000

immigrants in the communities in which they live. The Ministry provided ongoing support for family integration within the school system, active in over 1,000 schools across the province, as well as new programming targeted at supporting vulnerable immigrant populations (refugees, families and youth). In addition, the Ministry's initiatives, such as the Skills Connect for Immigrants program, continued to show positive results for the integration of immigrants into B.C.'s labour market, with Skills Connect showing an 80 per cent employment success rate those completing the program in 2012/13.

Helping British Columbians Access Labour Market Information and Employment Opportunities

In 2012/13, the new WorkBC.ca website was launched to increase British Columbians' access to quality labour market information and employment opportunities in B.C. This new, innovative online platform has helped over 2 million people navigate the B.C. labour market, including career options in high demand occupations, and education and training pathways to connect to jobs throughout the province. Two new web-based labour market information products were also successfully launched - Career Trek and the Labour Market Navigator. The Ministry also embarked on the JobFest 2012 tour of 52 communities across the Province. JobFest engaged with over 16,000 youth to help connect them with career, education and training opportunities within their communities.

Young people attending one of the many JobFest events held in communities across B.C. in the summer of 2012.

Supporting Communities in Transition

When major events impact B.C. communities, the Ministry leads government's on-the-ground response and recovery efforts. For example, when a fire and an explosion occurred at the Babine Forest Products sawmill in Burns Lake last year, Ministry staff pulled together the appropriate ministries and led the development and implementation of the recovery plan for the community. Since the mill fire, the Province has accelerated over $17.4 million in local infrastructure investments into the Burns Lake region to support job creation and community recovery. The funding supported highway upgrades in the Burns Lake area, downtown revitalization, expansion of the community arena and recreation centre, a number of community projects such as trails and community safety initiatives, jobs fairs, tourism and economic recovery planning, as well as funding for two community labour market partnership projects. The rebuilding of the mill promises to bring additional jobs into the community.

Resort Municipality Initiative

Established in 2006, the Resort Municipality Initiative (RMI) distributed more than $10.5 million to 14 B.C. resort municipalities in 2012. RMI is an ongoing incentive-based grant program,

where funding is based on accommodation revenue performance of the previous year. The municipalities of Fernie, Golden, Harrison Hot Springs, Kimberley, Osoyoos, Radium Hot Springs, Revelstoke, Rossland, Sun Peaks, Tofino, Ucluelet, Valemount, Invermere and Whistler use the funding to plan and build tourism infrastructure and amenities to attract visitors in today's globally competitive economy.

BC Immigrant Investment Fund and B.C. Renaissance Capital Fund

In 2012/13, the BC Immigrant Investment Fund (BCIIF) managed over $400 million of investments aimed at stimulating economic development and job creation in three primary areas: B.C.'s public sector infrastructure, venture capital and short-term securities. Investments were made on a diversified portfolio and were concentrated in lower-risk areas.

In 2012/13, the B.C. Renaissance Capital Fund (BCRCF), a subsidiary of the BCIIF, managed $90 million of investments in venture capital funds focused on four of B.C.'s key technology sectors: digital media, information technology, life sciences and clean technology. BCRCF investments supported the commercialization of innovative goods and services and enhanced the visibility of B.C. as an attractive market for venture capital opportunities globally. Fund managers also helped provide B.C. companies with the global connections needed to take them into global markets. Many of the B.C. portfolio companies have garnered prestigious international recognition for innovation and exported B.C. home-grown technologies across North America and Europe.

Minister of State for Small Business Naomi Yamamoto and members of the BC Small Business Accord forum cut the ribbon on the BC Small Business Accord.

Small Business Accord

The new BC Small Business Accord was released on March 19, 2013, following extensive consultations with the Small Business Community. The Accord consists of a set of principles to guide government interactions with the small business community. It is a commitment to ensure government initiatives and services consider the needs of small business, and to ensure B.C. remains the most small business friendly jurisdiction in Canada.

The Province also took initial steps toward addressing several of the action items contained in the Accord, including: providing incentives for local governments to operate within the spirit of the accord; establishing a small business mentoring program through partnership with the BC Innovation Council; and developing a small business awareness strategy to celebrate the social and economic contribution of small business to their communities and to the province.

Regulatory Reform

In June 2012, as required under the *Regulatory Reporting Act, 2011*, B.C. released the first report on its regulatory reform program *Achieving a Modern Regulatory Environment: BC's Regulatory Reform Initiative - First Annual Report 2011-2012*. The report described B.C.'s regulatory reform vision and achievements and outlined seven key commitments government would pursue to continue reducing the regulatory burden on businesses and citizens. B.C.'s leadership on regulatory reform was recognized in January 2013 by the Canadian Federation of Independent Business, which granted B.C. an "A" rating for cutting red tape, the highest rating awarded to any Canadian jurisdiction.

Mobile Business Licence Expansion

In January 2013, the Ministry implemented two additional Mobile Business Licence agreements, involving 12 communities in the lower mainland. The first of these involved nine municipalities of the Fraser Valley region, and the second involved the Tri-Cities municipalities of Port Coquitlam, Coquitlam and Port Moody. These agreements reduce red tape and simplify operations for a mobile business (e.g. electrician, plumber, caterer), which can now purchase a single mobile business licence to operate in all participating jurisdictions, rather than having to purchase separate licences for each jurisdiction.

New Provincial Tourism Marketing Organization

Government collaborated with B.C.'s tourism industry to create a new industry-led, formula-funded provincial destination marketing organization called Destination British Columbia. Destination British Columbia is a legislated Crown corporation, and was officially launched on April 1, 2013.

International Tourism Market Campaigns Successes

The Ministry implemented two very successful international tourism marketing campaigns. The 2012 Summer Campaign, called '100 BC Moments' targeted long-haul North America markets. One of tools used in this campaign was a 14-foot-high '100 BC Moments' vending machine placed in San Francisco. While the in-person response was high as expected, the social media response was staggering - over 129,000 YouTube views, over 180,000 Twitter users and over 40 media stories, as far away as India, Germany and Japan. The similarly successful

A 14-foot-high '100 BC Moments' vending machine awaits its first 'customers' in a San Francisco square. About 7000 people experienced the machine, as seen in this video.

2012/13 North America 'Ski it to Believe it" ski campaign – targeting the Ontario, California and Washington markets – was launched at the Toronto Ski, Snowboard and Travel Show, in early October.

Visitor Centre Excellence

British Columbia has 115 visitor centres located in all regions of the province to provide a wide range of services to visitors, including professional visitor counselling, helpful travel information and literature, and accommodation reservations. In 2012, these centres welcomed over 2.7 million visitors, 90 per cent of whom rated their experience at a B.C. visitor centre as "very satisfying".

Improving Air Access

Efficient air access is key to attracting tourists from far away markets. In 2012 the Ministry was a key collaborator on government's aviation strategy, *Connecting with the World*. The strategy lays out B.C.'s plan for increasing air access to the world, especially Asia, and for reducing the cost of air travel.

The ministry was also instrumental in enabling improved air access from several countries during the past year:

- Virgin Atlantic Airways launched its inaugural service from London-Heathrow to Vancouver in May 2012.
- Sichuan Airlines launched its inaugural service from Chengdu, China to Vancouver in June 2012.
- Air Canada increased its daily, non-stop services between Vancouver and Sydney, Australia from seven to ten flights per week over the peak December and January ski season.
- Air New Zealand increased its non-stop service between Vancouver and Auckland, New Zealand by two-to-three flights per week during December to February for the ski season.
- United Airlines launched a new direct service to Kelowna from Los Angeles in December 2012.

Premier Christy Clark welcomed Sir Richard Branson and Virgin Atlantic Airways to British Columbia for the airline's inaugural flight from London, U.K. to Vancouver, B.C. on May 24, 2012.

Moving Major Projects Forward

In its first year of operation, the Major Investments Office's (MIO) portfolio of projects totalled approximately $32 billion, with the potential to create an estimated 21,000 jobs. A few examples of MIO's successes in moving key projects forward include:

- Helping to expedite a resolution to an impasse over a proposed amendment to a water licence to put the $700 million Rio Tinto Alcan project in Kemano back into construction.
- Accelerating construction timelines, in partnership with other agencies, by a year for a $400 million copper and gold mine operation by resolving how best to get power to the site.
- Playing a key role in securing federal and proponent funding commitments necessary for a $600 million residential/commercial development.
- Leading a B.C.-focused value added natural gas study to further expand and capitalize beyond the already identified project opportunities.

In 2012/13, MIO also designed a new, highly effective Hosting Program. Some of its early successes included:

- Negotiating an expedited clearance program for high potential investors with the Intergovernmental Relations Secretariat, Canada Border Services Agency and Vancouver International Airport.
- Supporting a visit from Japan's Namco Bandai Studios, which led to an announcement in of the opening of their online social gaming studio at the Centre for Digital Media in Vancouver.

The MIO takes a partnered approach to driving major investment delivery. Recently, an MIO client survey revealed 100 per cent satisfaction of project proponents with MIO services. The majority of those also indicated that the MIO had greatly increased the likelihood they would invest in B.C.

Expediting Resolution of Workplace Disputes

In 2012/13, the Labour Relations Board established a 180-day timeline for resolving workplace disputes that fall under the *Labour Relations Code*. The timeline applies to all applications received on or after September 1, 2012. The creation of the timeline reduces the risk of having workplace issues drag on without resolution and makes Canada a leader in establishing a prescribed timeline for board decisions.

Engaging the Public in Choosing a Date for Family Day

In 2012, the Ministry led one of the largest online public engagement campaigns in the history of the B.C. public service to determine the date of the new Family Day statutory holiday. More than 30,000 citizens responded to an online survey and blog. Citizen participation in this initiative led to the second Monday of February being selected. The decision was welcomed by tourism-based industries and businesses because of the increase in business associated with the new holiday as

well as the ability to capitalize on the statutory holidays that occur on the third week of February in both neighbouring Alberta and Washington State.

New Labour Legislation

Last year, the Ministry developed two critical pieces of labour legislation. The *Emergency Intervention Disclosure Act*, which came into force on March 2, 2013, permits first responders, people providing emergency health services and victims of crime, to apply for a court order to have another person tested for Hepatitis B, Hepatitis C or HIV if they came into contact with a person's bodily substance. The Act creates peace of mind so that qualified applicants don't have to wait months to determine with certainty whether they were potentially exposed to these diseases.

The new The Emergency Intervention Disclosure Act gives peace of mind to B.C.'s emergency responders.

The second piece of legislation was Bill 14, the *Workers Compensation Amendment Act 2011*, which came into force on July 1, 2012. This legislation extended the compensation provided for mental disorders that arise out of work. Previously, compensation was limited to an acute reaction to a sudden and unexpected traumatic event that arises out of the course of employment. Compensation is also now available for a mental disorder primarily caused by a significant work-related stressor, including bullying and harassment. In support of this expanded recognition of mental health issues in the workplace, WorkSafeBC is developing new policy aimed at addressing workplace bullying and harassment.

Purpose of Ministry

The Ministry of Jobs, Tourism and Skills Training and Minister Responsible for Labour manages key lines of government service that help create the economic prosperity needed for the success of families and communities across the province. This means seizing the opportunities and responding to the challenges of a globalized economy in order to create new jobs, defend existing ones and position ourselves for long-term growth.

To accomplish these tasks, the Ministry works to:

- Open and expand priority international and domestic markets for B.C. goods and services, and attract and facilitate new investment to grow B.C.'s priority sectors.
- Ensure that B.C. has enough skilled, highly productive workers to meet the needs of our growing economy.
- Develop B.C.'s regions and key industries to their full economic potential.
- Enhance B.C.'s competitiveness by increasing the commercialization of innovative new goods and services by B.C. companies and improve the visibility of B.C. as an attractive market for venture capital opportunities globally.
- Enhance the business climate in B.C. by streamlining regulatory requirements and processes, and support the growth and success of small business by building awareness of the available small business resources.
- Support B.C.'s tourism industry in being globally competitive and sustainable.
- Promote safe and healthy workplaces and ensure that employers, workers and unions understand and apply B.C.'s labour laws.
- Promote labour stability and protect workers, by balancing the interests of employers and workers.[2]

Opening Markets and Attracting Investment

The Ministry provides integrated trade and investment programs and services to help B.C. increase exports, develop international partnerships and attract investment. We market B.C.'s competitive business environment and sector strengths in key markets and build relationships with industry and government partners — domestic and international — to advance B.C.'s economic interests. Canada starts here, in B.C., and the Ministry integrates marketing efforts across government to aggressively promote the province's unique strategic advantage as Canada's Pacific Gateway and its growing reputation as an attractive and competitive international trade and investment partner.

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[2] As of June 7, 2013 responsibilities for trade and investment policy and programming, competitiveness (venture and investment capital) and the Columbia Basin Trust have left the ministry. The Ministry gained responsibilities for film, television and digital policy, Premier's trade missions, Creative BC and the Trades Training Consortium of BC. These changes will be reflected in future annual reports.

We work to strengthen B.C.'s economic relationships with priority Asian markets like China, Japan, South Korea and India. These efforts are supported by Forestry Innovation Investment, a Crown corporation affiliated with the Ministry that works with the forest sector to take advantage of export opportunities in key markets for forest products. This includes promoting the use of wood products and implementation of B.C.'s Wood First initiatives that encourage a cultural preference toward viewing wood as the first choice for construction, interior design and daily living. At the same time we ensure that we work to protect our market position in large existing markets, such as the U.S. and the E.U.

The Ministry also leads B.C.'s efforts to reduce or eliminate domestic and international impediments to trade, investment and labour mobility. We advance B.C.'s interests with the federal government in international trade negotiations to create opportunities in key markets like India and Europe, and ensure that the Softwood Lumber Agreement between the United States and Canada is honoured and B.C.'s interests are protected. We also work to strengthen regional trade and commercial relationships with Alberta and Saskatchewan through the New West Partnership Trade Agreement.

Ensuring a Skilled Workforce

By 2020, B.C. is projected to have almost 1 million job openings, nearly 80 per cent of which will require some post-secondary education – a level of education that only about 70 per cent of B.C.'s workers currently possess. Moreover, B.C.'s population can only provide some of the workers for the anticipated job openings, with an estimated one-third of jobs expected to be filled by people from outside B.C.

To address these challenges, the Ministry is taking a leadership role to invest in skills development for British Columbians and to attract and retain new workers. With input from labour market partnerships and regional workforce tables to better define skills challenges and identify training solutions, the Ministry and the Industry Training Authority (the Crown corporation responsible for trades training in B.C.) are developing and implementing initiatives and programs to better position British Columbians for economic success. In addition, significant investments through the federally funded Labour Market Agreement are helping to up-skill and train British Columbians for job opportunities in their communities across the province.

The Ministry's immigrant settlement and labour market programs also contribute to the prosperity of B.C. communities and the quality of life of B.C. newcomers by supporting the settlement and integration of immigrants and their families in communities in every region of the province.

Supporting Economic Development

The Ministry works with communities, First Nations, local governments, businesses and international partners to stimulate the provincial economy and create an environment where small and large businesses can thrive and create permanent, sustainable employment. The

Ministry works closely with both the Aboriginal Business Investment Council and the BC Jobs and Investment Board.

Economic growth and diversification of B.C.'s industries benefit regions and rural communities across the province. The Ministry works with regional economic development trusts – including the Columbia Basin Trust, the Nechako-Kitamaat Development Fund Society, the Northern Development Initiative Trust, the Island Coastal Economic Trust and the Southern Interior Development Initiative Trust – to ensure that co-ordinated efforts result in the best outcomes. The Ministry also co-ordinates the provincial government's response to the social and economic effects of the mountain pine beetle epidemic.

Enhancing Competitiveness and Supporting Small Business

The Ministry works to advance the global competitiveness of the province for investment and growth for a broad range of businesses and services, including oversight and policy direction for access to venture capital, provincial infrastructure investment, and tools and resources for businesses to encourage a competitive business environment for B.C. Through the deployment of B.C. Renaissance Capital Fund, the Ministry ensures that B.C. technology companies have access to early stage and expansion capital. The Ministry also administers the Venture Capital programs, Employee Share Ownership program, and the Labour-Sponsored Funds program which support the growth and capitalization of businesses within the province.

The Ministry leads government's regulatory reform program, aimed at reducing the cost of doing business in the province. A streamlined regulatory environment is crucial to attracting new investments; it encourages growth and innovation in the business community, which creates new jobs that benefit all British Columbians. The Ministry works towards maintaining B.C.'s position as an international leader in regulatory reform.

The Ministry also focuses on providing the programs and tools to support the growth and expanding of small businesses, which make up 98 per cent of all businesses in the province. The Ministry views the Small Business Roundtable and the business community as a whole, as critical partners in identifying actions that government and others can take to increase economic competitiveness.

Ensuring a Competitive and Sustainable Tourism Industry

The Ministry oversees the implementation of government's tourism-sector related activities. This includes working across all levels of government to ensure that actions in support of tourism are coordinated and that tourism is recognized as a key driver of economic growth in B.C. The Ministry co-ordinates activities between government and the newly established Destination British Columbia — an industry-led marketing agency and key tourism partner — as well as other Provincial bodies with mandates that impact tourism (such as the Ministry of Forests, Lands and Natural Resource Operations and BC Parks).

During 2012/13, the Ministry was responsible for leading and coordinating tourism marketing at the international, provincial and local levels. As of April 1, 2013 those functions have been transferred to Destination British Columbia.

Promoting Major Investments

The Major Investments Office (MIO) works directly with prospective investors whose projects have the potential to provide significant economic and job creation benefits to British Columbia. The MIO provides client-focused and personalized business services to help major investors save time and money, minimize risk and maximize certainty as their project proposal moves through provincial government regulatory and approval processes. The Hosting Program, housed within the MIO, aims to create a competitive advantage for B.C.'s investment attraction activities. It coordinates government services to ensure that targeted itineraries enable potential investors to clearly see the resource and business potential in all regions of B.C. and that the Province and its partners are committed to removing investment impediments.

Creating Safe, Healthy and Fair Workplaces

The Ministry promotes awareness of B.C.'s labour laws among employers, workers and unions and establishes processes to administer and enforce their application. We do this through the Employment Standards Branch, the Workers' Advisers Office and the Employers' Advisers Office as well as three independent tribunals — the Labour Relations Board, the Employment Standards Tribunal and the Workers' Compensation Appeals Tribunal. These entities are established under our key pieces of legislation that include the *Employment Standards Act*, the *Workers Compensation Act* and the *Labour Relations Code*.

The Ministry also builds relationships with employer and worker stakeholders groups and is responsible for WorkSafeBC, which is an employer-funded organization responsible for setting and enforcing health and safety standards and providing compensation and rehabilitation to injured workers. Other key functions of the Ministry include conducting fact-finding and research on behalf of government, providing assistance to parties in collective bargaining disputes, assisting and representing workers and employers with the workers' compensation system and educating workers and employers about their rights and obligations. The Ministry works to ensure that B.C.'s labour laws and policy keep pace with the evolving world of work, and that the interests of workers and employers are balanced. Together, these conditions support a stable labour environment, which is a pre-condition for economic growth.

Strategic Context

The Ministry's work to enhance B.C.'s economic prosperity takes place in a context of world markets and a variety of other external factors. This section discusses some of the key external realities that affected the Ministry's work during the past fiscal year.

Opening Markets and Attracting Investment

B.C. relies on trade and investment for its economic development and, while no other province in Canada is as well positioned to serve as Canada's gateway to the growing economies of the Asia-Pacific, B.C. faces international competition in trade and investment. The trade environment has been especially challenging in recent years with the global economic downturn, the corresponding decline in trade with the U.S., our largest trading partner, and continuing economic problems in Europe.

While historic growth in Asia has experienced a recent slowdown, China's economy is showing signs of renewed strength. At the same time, the middle-class in the fast-growing economies of Asia continues to gain new buying power. In fact, in 2011 the share of exports destined for the Pacific Rim eclipsed those to the U.S. for the first time in the province's history. In 2012, exports to China increased by 16.4 per cent over 2011, and wood product exports to the U.S. were up by over 25 per cent.

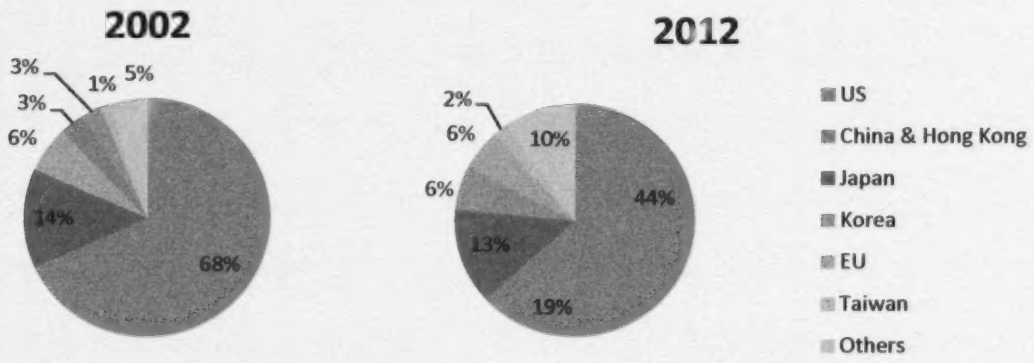


Figure 1: B.C. Goods Exports (2002, 2012)

Exports to India increased by 60 per cent between 2011 and 2012 alone. India, as one of the world's fastest growing economies, represents real growth potential for B.C. products and services including forestry, mining, agri-foods, transportation, natural gas and international education. More broadly, global investors' interest in liquefied natural gas (LNG), biomass and

clean energy fuel cell technology ventures resulted in new partnerships, markets and job creation across the province.

Ensuring a skilled workforce

An aging population, a rapidly growing knowledge and innovation economy, and enormous opportunities in resource development places pressure on British Columbia to ensure there is a sufficient supply of workers with the right skills, in the right place and at the right time.

Research suggests there will be about one million job openings in B.C. through to 2020, and only about two thirds of the jobs will be filled by British Columbians – this means that about one third of jobs will need to be filled by people from outside of B.C. While British Columbia remains an attractive destination for people from across Canada and from other countries, economic immigration to B.C., particularly through federal immigration categories, has decreased 30 per cent over the last three years. In 2012/13, the federal government continued to cap the availability of spaces in the Provincial Nominee Program (PNP) – which accelerates the permanent resident application process for skilled or experienced workers and experienced business persons – below the levels necessary to address B.C.'s labour market needs. Also, immigrants and newcomers to British Columbia continue to face barriers to full social and economic integration – about 36 per cent of recent immigrants have a lower level job than their country of origin.

B.C. is facing not only a labour shortage, but a skills shortage as well. Almost 80 per cent of job openings to 2020 will require some post-secondary training, while only 70 per cent of workers currently have this level of education. This has the potential to impact the ability of regional economies to take advantage of emerging economic opportunities, such as the enormous resource-development opportunities in Northern British Columbia. The supply of workers in the trades is also projected to be a challenge in British Columbia. Of the 1 million job openings to 2020, about 43 per cent of them will be in technical occupations, paraprofessional and skilled occupations. At the same time growth in demand for trades and technical occupations is expected to exceed supply.

Supporting Economic Development

While the world economy continued to face challenges, B.C. remained well positioned not simply to protect its economy from loses, but to prosper. The Ministry, in collaboration with its partners across the province and government, continued to support provincial, regional and municipal economic development and worked to harness opportunities and translate them into resilient and diverse local economies.

The Ministry encouraged communities to become investment-ready by supporting economic development strategies that made investment a priority, assisting to identify strategic assets and attract and facilitate investment in them. The Ministry also worked with both business and First Nations leaders to celebrate and promote shared business opportunities and partnered with

regional trusts, beetle action coalitions and other agencies to share best practices in economic development and to identify regional priorities.

Creating Safe, Healthy and Fair Workplaces

During the past year, the Ministry's Labour Programs division faced the following challenges and opportunities in the pursuit of its mandate:

- Collective bargaining in the public sector during a period of cooperative gains that created challenges for labour stability.
- Concern about temporary foreign workers and other vulnerable workers in conjunction with declining levels of unionization that put pressure on the employment standards system.
- Concern about gaps in Fire Code compliance, identified as a result of two mill fires that killed four workers and injured 42 others in 2012, led to Labour's involvement, along with the Office of the Fire Commissioner and WorkSafeBC, in the development of the Fire Inspection and Prevention Initiative to help address inspectional and jurisdictional gaps in high-risk industrial facilities.
- Changing workforce demographics and new technologies continued to drive changes in social norms and expectations.

Ensuring a Competitive and Sustainable Tourism Industry

Tourism is one of British Columbia's important industries. British Columbia's tourism industry grew 1.2 per cent in 2011, generating $6.5 billion of GDP and employing approximately 127,000 people, which translates to roughly one out of every 15 people employed in the province.

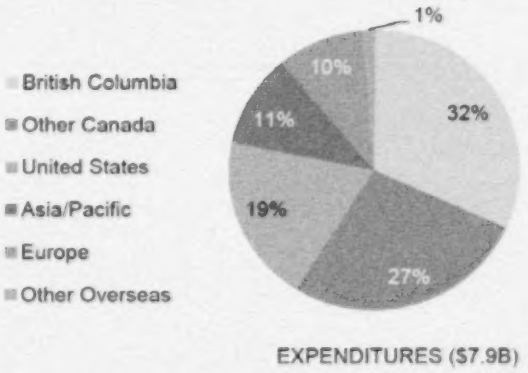


Figure 2. 2010 overnight visitor expenditures by market of Origin. Source: Statistics Canada

The growth is especially encouraging given the challenges such as a high-valued Canadian dollar, limited direct air access to B.C. from overseas markets, and economies around the globe that continued to be troubled. Competition from other jurisdictions also continued to grow, both from traditional markets as well as emerging tourism destinations, such as Eastern Europe and Southeast Asia.

B.C.'s traditional markets will continue to play a vital role in increasing tourism revenues, which include travel from the United States and a healthy domestic travel market. A growing Asian middle class with an increased interest in travel represents a significant opportunity. Other emerging markets such as India and Mexico are also promising. B.C.'s diverse landscapes and

experiences, coupled with the warmth of British Columbians, continue to uniquely position the province with potential visitors from around the world.

Enhancing Competitiveness and Supporting Small Business

Venture capital investment activity in Canada steered a steady course in 2012, resulting in a 5-year high for investment activity since the financial crisis of 2008. In total, $3.2 billion of venture capital was invested across Canada, with B.C. capturing $222 million, or 15 per cent, of the total. This put B.C. in second place in Canada for per capita venture capital investment—behind only Quebec. Notable venture capital deals included the $35 million financing of Vancouver-based D-Wave Systems Inc. This B.C. deal was among the top 5 Canadian venture capital deals of 2012.

Small business continued to represent 98 per cent of all businesses in the province, providing the majority of private sector jobs and contributing to approximately 56 per cent of the province's GDP. Business confidence, as indicated by the Canadian Federation of Independent Businesses, fluctuated throughout the year. Factors behind these fluctuations included the repeal of the HST and return to the PST and the change in B.C.'s financial outlook as reported by Moody's Investors Service in December 2012.

However, with the launch of the Small Business Accord consultations, the province had the opportunity to identify several key concerns affecting small business in B.C., namely:

- A general lack of awareness of existing government programs and initiatives for small business, options for access and the level of government responsible.
- The need to save time for business and reduce regulatory 'red tape'.
- An interest in expansion of training where skilled jobs are available or needed.
- A lack of financing and the need to improve access to capital.
- The perception that provincial government procurement is inaccessible to small business.

The development of the B.C. Small Business Accord detailed several principles that will ensure that government can address these issues and others raised by small business owners.

Report on Performance

The following sections report on the progress made by the Ministry towards achieving the goals, objectives and performance targets it had set for itself in the 2012/13 – 2014/15 Service Plan, published in February 2012. The Ministry exceeded its targets for six of its 16 performance measures, fully achieved another five, and substantially achieved three. Data is not yet available for the two remaining targets.

Changes to Ministry Structure in 2012/13

There have been several changes to the Ministry's structure during the period covered by this report. Responsibilities for research, innovation, multiculturalism and the B.C. Pavilion Corporation (PAVCO) left the Ministry in September 2012. Progress towards the related goals and performance targets is being reported in the 2012/13 annual service plan reports for the Ministry of Advanced Education, Innovation and Technology (research and innovation), the Ministry of Finance (multiculturalism) and the Ministry of Energy, Mines and Natural Gas and Minister Responsible for Housing (PAVCO).

The Ministry also took on new responsibilities related to labour and its statutory mandates—including employment standards, policy and legislation development, labour relations, industrial relations and workers' compensation. This included responsibility for WorkSafeBC, the Labour Relations Board, the Employment Standards Tribunal and the Workers' Compensation Appeals Tribunal. Goals 5, 6 and 7, described below, relate to labour and were originally articulated in the *Ministry of Labour, Citizens' Services and Open Government 2012/13 – 2014/15 Service Plan*.

The position of Minister of State for Small Business was also created in September of 2012. The associated responsibilities and achievements are outlined in the Message from the Minister of State and Accountability Statement on page five of this report.[3]

[3] As of June 7, 2013 responsibilities for trade and investment policy and programming, competitiveness (venture and investment capital) and the Columbia Basin Trust have left the ministry. The Ministry gained responsibilities for film, television and digital policy, Premier's trade missions, Creative BC and the Trades Training Consortium of BC. These changes will be reflected in future annual reports.

Performance Results Summary Table

Goal 1: British Columbia is recognized as a preferred place to invest and do business For greater detail see pages 26 to 31	2012/13 Target	2012/13 Actual
1.1 Attract trade and investment to B.C. by focusing on priority sectors and markets		
Performance Measure 1: Foreign direct investment facilitated by Ministry programs	$550 million	$4.295 billion EXCEEDED
Performance Measure 2: Total number of international business agreements facilitated by Ministry programs	60	178 EXCEEDED
1.3 Foster a business climate that supports small business, improves investment readiness and encourages economic development		
Performance Measure 3: Number of government-wide regulatory requirements	0 net increase[4]	-10% EXCEEDED
Performance Measure 4: Percentage of Canada's venture capital and the amount of foreign capital invested in B.C.		
• Total venture capital invested	$220 million	$222 million ACHIEVED
• Foreign venture capital invested in B.C.	$65 million	$59 million SUBSTANTIALLY ACHIEVED
• B.C.'s share of Canada's total venture capital investment	14%	15% ACHIEVED
Goal 3: British Columbia is positioned as one of North America's preferred tourism destinations For greater detail see pages 32 to 35	**2012/13 Target**	**2012/13 Actual**
3.2 Maximize efficiency and effectiveness of marketing within the B.C. tourism industry		
Industry Performance Indicator (Measure 5): Total Provincial Tourism Revenues	$14.8 billion	DATA NOT AVAILABLE
Performance Measure 6: Visitors to HelloBC.com consumer websites worldwide	7 million	7.9 million EXCEEDED
Goal 4: British Columbia has a highly skilled and competitive labour force For greater detail see pages 35 to 39	**2012/13 Target**	**2012/13 Actual**
4.1 Develop the skills of British Columbians to match the needs of regional economies		
Performance Measure 7: Number of clients supported to access the labour market	42,911	46,518 EXCEEDED[5]

[4] As measured against the 2004 baseline.
[5] Estimate as of May 27, 2013. Final figure expected at the end of June 2013.

4.2 Attract and retain new workers, entrepreneurs, and students throughout British Columbia and facilitate integration of them and their families		
Performance Measure 8: Number of foreign workers and entrepreneurs nominated for permanent immigration through the Provincial Nominee Program	3,875	4,035 EXCEEDED
Goal 5 : Balanced Law and Policy[6] For greater detail see pages 39 to 41	**2012/13 Target**	**2012/13 Actual**
5.2 Balanced Law and Policy		
Performance Measure 9: Percentage of employers whose employment practices resulted in no complaints being registered with Employment Standards Branch	96.5 - 98.5%	97.6% ACHIEVED
Performance Measure 10: Percentage of mediation applications settled	>86%	86% SUBSTANTIALLY ACHIEVED
Goal 6 : Outstanding People	**2012/13 Target**	**2012/13 Actual**
For greater detail see page 42		
Goal 7 : Service Excellence[4] For greater detail see page 41 to 44	**2012/13 Target**	**2012/13 Actual**
7.1 Accessible, reliable, and timely adjudicative services		
Performance Measure 11: Percentage of Employment Standards Branch cases resolved within 180 days	>78%	74.8% SUBSTANTIALLY ACHIEVED
7.3 Increased client and stakeholder satisfaction through open and effective communication		
Performance Measure 12: Client satisfaction with the Employment Standards Branch	>75%	DATA NOT AVAILABLE
Performance Measure 13: Client satisfaction with the Employers' Advisers Office	At least 90%	91% ACHIEVED
Performance Measure 14: Client satisfaction with the Workers' Advisers Office	At least 80%	81% ACHIEVED

[6] This goal and its associated measures moved to the Ministry in September 2012 from the Ministry of Labour, Citizens' Services and Open Government.

Goals, Objectives, Strategies and Performance Results

Goal 1: British Columbia is recognized as a preferred place to invest and do business.

British Columbia is fortunate to have abundant natural resources, a highly skilled workforce and a diverse multicultural community. It also has a strong fiscal foundation, with an AAA credit rating, low taxes for job creators, and a strong modern regulatory environment. These competitive advantages combine to make this province a great place to do business and a safe harbour for investment.

Objective 1.1: Attract trade and investment to B.C. by focusing on priority sectors and markets.

Strategies

Key strategies over the past year included:

- Expanding markets for B.C. in key sectors – including forestry, tourism, technology, mining, natural gas, agri-foods, transportation (port, marine and aerospace) and international education – by providing export market development and other services in B.C. and by doubling our international trade and investment representative presence.
- Implementing focused business development and marketing programs in key overseas markets like China, India, Korea, Japan, the U.S. and Europe, including showcasing B.C.'s products and services during high-level missions and at trade shows and other major events, and informed by market and sectoral research and intelligence.
- Pursuing stronger relationships with industry and government partners – both domestic and international – through high-level relationship building, and by developing the B.C. business network and other trade and investment contacts at home and overseas.

Premier Clark signed an MOU with the Japan Oil Gas and Metals National Corporation (JOGMEC) at the Canadian Embassy in Tokyo during the trade mission to Asia in spring 2012.

- Attracting investment to the province by promoting B.C.'s world-class competitive advantages, offering enhanced hosting capabilities, targeting international companies to

relocate to B.C., and assisting B.C. to be ready to successfully conclude priority investment opportunities.

- Advancing B.C.'s priorities in international trade negotiations, including the Canada-European Union free trade negotiations, free trade negotiations with India and other key trade partners, and in response to the U.S. arbitration request filed against Canada under the Softwood Lumber Agreement.
- Strengthening internal trade across Canada and the Western region through collaboration with partners on agreements including the Trade, Investment and Labour Mobility Agreement, New West Partnership Trade Agreement and Agreement on Internal Trade.

Performance Measure 1: Total value of foreign direct investment facilitated by Ministry programs.

Performance Measure	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Total value of foreign direct investment facilitated by Ministry programs[1]	N/A[2]	$3.5 billion	$550 million	$4.295 billion EXCEEDED[3]

Data Source: Ministry of Jobs, Tourism and Skills Training.

[1] In future years, the results for this performance measure will be reported in the annual reports of the Ministry of International Trade and the Minister Responsible of Asia Pacific Strategy and Multiculturalism.

[2] This measure was not yet in place in 2010/11.

[3] This figure includes $3.11 billion in LNG-related foreign direct investment.

Discussion of Results

Foreign direct investment helps B.C. grow its industries, create jobs and secure a position of strength in the global economy. The Ministry attracts foreign direct investment to B.C. by marketing the province's competitive advantages and world-class business environment, targeting potential investors through our international office network, providing hosting and other services in B.C. to inbound investment delegations, and helping sectors and communities to be investment-ready.

While the Ministry works to increase the amount of foreign direct investment attracted to B.C., foreign investment results ultimately depend on private sector intentions. Performance targets are based on annual foreign direct investment in B.C. averaged over a number of years. As a result, there may be significant variation in actual achievements on a year-to-year basis, as was the case this past year. The large increase in this year's results can also be attributed in part to the doubling of B.C.'s overseas presence in priority international markets.

Performance Measure 2: **Total number of international business agreements facilitated by Ministry programs.**

Performance Measure	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Total number of international business agreements facilitated by Ministry programs[1]	N/A[2]	103	60	178 EXCEEDED

Data Source: Ministry of Jobs, Tourism and Skills Training.

[1] In future years, the results for this performance measure will be reported in the annual reports of the Ministry of International Trade and the Minister Responsible of Asia Pacific Strategy and Multiculturalism.

[2] This measure was not yet in place in 2010/11.

Discussion of Results

International business is critical to the success of companies in British Columbia's small, open economy. Agreements take the form of international purchases of B.C. goods and services (export agreements), research and innovation partnerships and agreements between industry and government that create the environment for deeper commercial relationships between companies. The Ministry supports the conclusion of international business agreements by arranging meetings and introductions between parties, providing information necessary to conclude agreements, assisting parties to work with all levels of government in B.C. and Canada and providing other services tailored to the needs of the parties.

The conclusion of international business agreements is largely dependent on private sector intentions. The Ministry's performance target is based on a multi-year average of agreements concluded per year. There may be significant variation in actual achievements on a year-to-year basis, as was the case this past year. The large increase in this year's results can also be attributed in part to the doubling of B.C.'s overseas presence in priority international markets.

Objective 1.2: Increase B.C.'s economic development and competitiveness.

Strategies

Key strategies over the past year included:

- Establishing a Major Investments Office to lead and work with ministries and agencies to support job creation by working directly with investors proposing significant projects.
- Creating a new Hosting Program to ensure significant investors have a positive experience knowing B.C. is a safe, desirable place to invest.
- Seeking investors and buyers of liquefied natural gas, capitalizing on new market opportunities.
- Aggressively promoting and positioning B.C. companies to gain a larger share of federal procurement contracts.

- Establishing a BC Jobs and Investment Board to foster economic development by identifying issues and processes potentially limiting economic development, and proposing solutions.
- Establishing an Aboriginal Business and Investment Council to improve relationships between Aboriginal communities, industry and government to implement practical measures for economic development.

260 delegates from 50 Aboriginal communities, the business sector attended the Aboriginal Business and Investment Council's "Success through Sharing" symposium in December. The forum highlighted successful Aboriginal-business partnerships and included sessions on good governance, accessing capital, leveraging opportunities and partnering for success.

Objective 1.3: Foster a business climate that supports small business, improves investment readiness and encourages economic development.

Strategies

Key strategies over the past year included:

- Establishing partnerships with public and private-sector organizations to deliver programs that support the sustainability and growth of the small business sector, creating new jobs for British Columbians.
- Increasing business competitiveness by reducing the costs of regulatory compliance and simplifying access to government services and information.
- Promoting alignment of federal, provincial and local government regulatory requirements.
- Identifying and address regulatory barriers in the key sectors targeted in the BC Jobs Plan.
- Streamlining the requirements and expanding the resources of the Small Business Venture Capital Program while ensuring it responds to the needs of regional economies.
- Targeting venture capital programs and policy to support the expansion of "anchor" technology companies that drive job creation and innovation.
- Through the B.C. Renaissance Capital Fund, providing investors with a complete understanding of the opportunities B.C. provides to them.

- Helping small business owners to hone their skills and increase productivity by launching the successful Micro-Business Training Pilot, in partnership with the B.C. Chamber of Commerce.

Performance Measure 3: Number of government-wide regulatory requirements

Performance Measure	2004 Baseline[1]	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Number of government-wide regulatory requirements	228,941	206,228	206,049	0 net increase[2]	206,059 -10% EXCEEDED

Data Source: Ministry of Jobs, Tourism and Skills Training

[1] As defined in 2004.

[2] As measured against the 2004 baseline.

Discussion of Results

Since 2001, the Province has reduced regulatory requirements by 42.8 per cent and focused efforts on streamlining and simplifying regulatory reform and government processes. Reducing the regulatory burden placed on citizens and businesses is critical to ensuring British Columbia's economic competitiveness, and to providing all citizens with easy access to government service and programs. Regulatory reform reduces the cost and time of doing business that can, in turn, be reinvested in the business to create more jobs. The net zero increase target reflects government's strong commitment to making British Columbia a leader in regulatory reform and its efforts to date have earned it the Canadian Federation of Independent Business's "A" rating for cutting red tape – the highest rating awarded to any Canadian jurisdiction. The Ministry publishes regulatory requirement count information on its website at www.gov.bc.ca/regulatoryreform.

Performance Measure 4: Percentage of Canada's venture capital and the amount of foreign capital invested in B.C.[1]

Performance Measure	2007 Baseline	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Total venture capital invested	$225 million	$226 million	$228 million	$220 million	$222 million ACHIEVED
Foreign venture capital invested in B.C.	$70	$100 million	$70 million	$65 million	$59 million SUBSTANTIALLY ACHIEVED
B.C.'s share of Canada's total venture capital investment	12%	20%	15%	14%	15% ACHIEVED

Data Source: Thomson Reuters, prepared for Canada's Venture Capital and Private Equity Association (available at www.cvca.ca/resources/statistics) and Ministry of Jobs, Tourism and Skills Training and Minister responsible for Labour.

[1] In future years, the results for this performance measure will be reported in the annual reports of the Ministry of International Trade and the Minister Responsible of Asia Pacific Strategy and Multiculturalism.

Discussion of Results

The Ministry's venture capital programs give small businesses access to early-stage venture capital, business expertise, and contacts for seed-stage companies to help them develop and expand. In 2012/13, B.C. captured 15 per cent of all venture capital disbursements in Canada. With $222 million invested, B.C. was second in per-capita investment, behind only Quebec. During the year, the credit programs administered by the Ministry supported $102.8 million of investments in over 240 small businesses. This performance reflects the overall success of the B.C. economy, its competitive tax rates and the continued attractiveness of B.C. to small businesses. While Canadian venture capital investments held steady in 2012, U.S. venture capital investments in B.C. and a number of other markets around the world dropped noticeably. U.S. venture capital investments are a significant contributor to B.C.'s foreign venture capital and their softening in 2012 helps explain why total foreign venture capital investments in B.C. did not reach predicted levels.

Goal 2: Investment potential in B.C.'s regions and communities is maximized.

Investment is a key contributor to economic growth. The Ministry works to encourage communities and regions to become investment-ready by supporting economic development strategies that make investment a priority, and by attracting and facilitating investment across the province.

Objective 2.1: Improve investment attraction and retention in all regions of the province.

Strategies

Key strategies pursued over the past year included:

- Encouraging communities to become investment-ready by identifying viable project opportunities and attracting investors to them.
- Bringing local government, community organizations, and business and industry associations together to facilitate creating investment attraction strategies to accelerate economic growth and job creation in each region of the province.
- Through the Regional Economic Investment Pilots, working with a pilot set of communities to boost job creation by working with employers and investors.
- Connecting trade officers to business stakeholders across the province and connect investors to opportunities in the regions.
- Providing communities and businesses with public access to data, information, programs and services that develop and improve investment readiness, including:
    - Intelligence on B.C.'s competitiveness.

  - Quarterly publication of the Major Project Inventory.
  - The RuralBC website of grant sources and other information.
- Conducting economic analysis in support of direct investment opportunities.
- Creating and launching Atlas BC, a web-based mapping application to integrate spatial data for economic development.

Objective 2.2: Increase economic diversification and resilience across B.C.

Strategies

Key strategies pursued over the past year included:

- Continuing working with the regional beetle action coalitions and partnering with the regional economic development trusts to develop and implement strategies and actions that accelerate job creation through regional community diversification and economic development.
- Working with partners to establish the Wood Innovation Design Centre in Prince George to expand the use of wood in construction and innovative wood product manufacturing.
- Implementing the $50-million Western Economic Partnership Agreement between the Province and Western Economic Diversification Canada.

RuralBC Website

The RuralBC website offers valuable information for individuals, businesses, local governments and rural communities. It contains a funding database (222 funding sources!), best practices, an interactive provincial map, webinar information, and a calendar of events designed specifically for rural communities and is accessible at www.ruralbc.gov.bc.ca

Goal 3: British Columbia is positioned as one of North America's preferred tourism destinations.

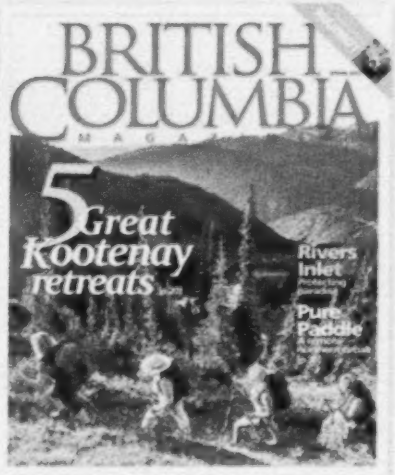
Due to its wealth of unparalleled tourism experiences, British Columbia is already recognized as one of the best places in North America to visit. In 2012/13, the Ministry built on these strengths by working to attract visitors from priority markets and to maximize the efficiency and effectiveness of marketing of B.C.'s tourism industry.

Objective 3.1: Attract first time and repeat visitors from priority markets.

Strategies

Key strategies over the past year included:

- Highlighting key tourism products where B.C. has a competitive advantage and target markets where B.C.'s products have existing and future potential.
- Deploying a combination of media relations, social media, travel trade and consumer direct marketing to address and influence each stage of the vacation planning process.
- Harnessing the power of emerging technology to deliver timely, accurate travel and product information to consumers regardless of location or device.
- Conducting research and evaluation on consumers, markets, products and trends to inform decision making.
- Working in collaboration with international, national and B.C.-based partners to further leverage marketing efforts.
- Improving the visitor experience through progressive customer service training, quality assurance programs and integrated visitor information services.



British Columbia Magazine connects over one million readers worldwide to the Super, Natural British Columbia opportunities. The magazine was honoured for journalistic excellence in eight award categories at the 2012 International Regional Magazine Association conference.

Objective 3.2: Maximize efficiency and effectiveness of marketing within the B.C. tourism industry.

Strategies

Key strategies over the past year included:

- Ensuring that tourism efforts provincially, regionally and locally are co-ordinated to achieve maximum efficiency and effectiveness, by establishing Destination British Columbia, a new industry-led provincial tourism marketing agency to lead this alignment and cooperation.
- Creating a new model for tourism partnership and co-ordination by creating a market-driven regime to solidify and strengthen B.C.'s competitive advantage.
- Working with the tourism industry and federal, provincial and local government agencies to address issues and opportunities affecting tourism growth.

- Helping communities and sectors in increasing the professionalism and market readiness of the industry.
- Encouraging the growth of Aboriginal cultural tourism in B.C. and First Nations investment in tourism and outdoor recreation ventures.
- Working with partners to address shortages in B.C.'s tourism workforce.

Destination British Columbia

Destination British Columbia, officially launched on April 1, 2013 is responsible for leadership roles critical to the long-term, sustainable growth of the provincial tourism industry.

These include:

- *Marketing British Columbia domestically, nationally and internationally as a tourist destination;*
- *Promoting the development and growth of the tourism industry in British Columbia to increase revenue and employment in, and the economic benefits generated by, the industry, including, without limitation, by:*
  - *Providing support for regional, sectoral and community tourism marketing;*
  - *Providing industry leadership in tourism marketing;*
  - *Promoting training and development in relation to tourism marketing;*
  - *Providing support for visitor centres; and*
  - *Conducting tourism-related market research;*
- *Enhancing public awareness of tourism and its economic value to British Columbia.*

Industry Performance Indicator (Measure 5): Provincial Tourism Revenues.

Performance Measure	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Provincial Tourism Revenues	$13.2 billion	$13.4 billion	$14.8 billion	Data Not Avaialble[1]

Data Source: Provincial tourism revenues are estimated by BC Stats from data on revenues of B.C. tourism businesses and an assessment of their dependence on spending by tourists. This measure is calculated on a calendar year basis. For example, the 2012/13 result is based on the period from January 1, 2012 to December 31, 2012.

[1] Data will be published in Destination British Columbia's *Value of Tourism in British Columbia* report in the fall of 2013.

Discussion of Results

Provincial tourism revenues are an overarching industry indicator of tourism growth in the province, and a key measure for tracking the health and growth of the tourism industry. Increases and decreases are affected by numerous factors – such as exchange rates, fuel costs, international security policies, ease of air travel access and the provincial, national, and global economy – in addition to Ministry efforts aimed at supporting tourism.

The Total Provincial Tourism Revenues data is expected to be available from BC Stats in the early fall of 2013 and to be published in Destination British Columbia's *Value of Tourism* publication, also in the fall of 2013.

Performance Measure 6: Visitors to HelloBC.com consumer websites worldwide.

Performance Measure	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Visitors to HelloBC.com consumer websites worldwide	6 million	7.5 million	7 million	7.9 million EXCEEDED

Data Source: Ministry of Jobs, Tourism and Skills Training.

Discussion of Results

This measure tracks the number of visitors to British Columbia's tourism consumer website HelloBC.com and related foreign-language websites, and is an indicator of the success of marketing programs. This past year has been a successful one, with the Ministry exceeding its target by 900,000 visitors.

HelloBC.com is the Province's consumer-facing website. The technology powering this website has been upgraded, and deployed on five international websites (UK, Germany, France, Australia and India). Also, third-party user-generated reviews have been added to the North America consumer website through Trip Advisor. HelloBC's Facebook page has been refreshed to increase fans in priority markets. This has led to tremendous growth with a fan base of over 97,000. Twitter followers now number over 38,000.

Goal 4: British Columbia has a highly skilled and competitive labour force.

A highly skilled and competitive labour force is vital to economic growth that can support the prosperity of families across the province. The Ministry provides leadership to reduce demand-supply gaps in the labour market through targeted skill development programs to up-skill and train British Columbians for job opportunities, and to provide relevant, timely labour market to help British Columbians navigate the labour market and connect directly to employers and jobs throughout the province.

Objective 4.1: Develop the skills of British Columbians to match the needs of regional economies.

Strategies

Key strategies over the past year included:

- Supporting the launch of the *Skills and Training Plan* to ensure B.C. has the right number of trades and technical workers, at the right time, to meet regional labour market demand.
- Enhancing access to skills and apprenticeship training throughout the province, and refocusing labour market and training investments to meet regional labour market needs and investing over $100 million into trades training initiatives.
- Creating regional workforce tables to bring together employers, labour, industries, communities, chambers of commerce and local trainers to ensure that training is matched with regional employment needs.
- Providing up to $6 million a year to industry sector partnerships to help them identify their skills and workforce needs.
- Providing up to $10 million over three years to support sector-based training through the Labour Market Sector Solutions Program.
- Implementing immigrant labour market participation services, and delivering sector-specific initiatives to facilitate immigrants' integration into the labour market and the economy.
- Providing high quality, innovative labour market information products and services through WorkBC.ca to support British Columbians to make informed decisions about the labour market and their training and career choices, and to match job seekers with employers.

More than 134,000 British Columbians from 42 communities attended B.C. job fairs in 2012/13 to connect with employers and learn more about the job opportunities and skills-training resources available to them.

Performance Measure 7: Number of clients supported to access the labour market.

Performance Measure	2010/11 Actual	20011/12 Actual	2012/13 Target	2012/13 Actual
Number of clients supported to access the labour market	32,213	39,764	43,911	46,518 EXCEEDED[1]

Data Source: Ministry of Jobs, Tourism and Skills Training

[1] Estimate as of June 18, 2013. Final figure expected in July 2013.

Discussion of Results

Ministry programs covered by this measure include programs under the Canada-B.C. Labour Market Agreement (LMA) (approximately 16,800 participants), the Targeted Initiative for Older Workers (approximately 360 participants) and a portion of WelcomeBC programs funded largely under the Canada-B.C. Immigration Agreement (30,158 participants).

LMA programs are highly successful, with over 90 per cent of participants reporting the services received have sufficiently prepared them for employment opportunities and over 70 per cent reporting that they are either in school or employed three months after participating in a LMA-funded program. This past year, LMA programs focused on providing community-based and post-secondary training—aligned with local and provincial labour market needs—addressing growing job openings in the construction sector—primarily in the north—supporting trades awareness programming for women, immigrants and Aboriginal people, and expanding capacity in pre-apprenticeship training.

Under the labour-market related WelcomeBC programs, participants benefited from English language training and labour-market-focused settlement assistance. For example, the Skills Connect for Immigrants program has helped skilled immigrants connect to jobs related to their pre-arrival skills and training with an 80 per cent employment success rate.

Objective 4.2: Attract and retain new workers, entrepreneurs and students throughout British Columbia and facilitate integration of them and their families.

Strategies

Key strategies over the past year included:

- Expanding and promoting the Provincial Nominee Program to attract and retain more immigrants to help meet regional economic and labour market needs.
- Delivering over $100 million in immigrant settlement and integration services, including online client engagement channels, like WelcomeBC.ca, to increase access to immigrant services and improve the integration of immigrants and their families throughout the province.

Participants mingle at the annual WelcomeBC Day celebration honouring outstanding achievement by immigrants, and the hard work of organizations that welcome immigrants into B.C. communities.

- Developing and implementing social marketing and international talent attraction strategies to promote British Columbia as a destination of choice to work and live.
- Improving employers' access to workers from outside the province by supporting national and international labour mobility.
- Working with the Ministry of Advanced Education, Innovation and Technology to attract and retain more international students by supporting welcoming communities and pathways for students to stay and work in British Columbia.
- Collaborating with communities, organizations, sectors and employers to build welcoming and inclusive communities and workplaces in British Columbia where immigrants and their families can fully participate in British Columbia's social and economic development.
- Exploring the potential for a single body to oversee formal credential assessments for foreign-trained professionals.
- Expediting the immigration process for researchers and scientists by engaging the federal government on this issue.
- Implementation of the recommendations of B.C.'s Immigration Task Force to enhance the effectiveness of immigration programs, including continuing to negotiate for an increase in the 2013 federal cap on nominations under B.C.'s Provincial Nominee Program to 5000 from the current allotment of 3800.

Performance Measure 8: Number of foreign workers and entrepreneurs nominated for permanent immigration through the Provincial Nominee Program.

Performance Measure	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Number of foreign workers and entrepreneurs nominated for permanent immigration through the Provincial Nominee Program[1]	3,500	3,500	3,875[2]	4,035[3] ACHIEVED

Data Source: Ministry of Jobs, Tourism and Skills Training.

[1] Total number includes the Business and Strategic Occupations/Skilled Workers categories.

[2] Targets are subject to federal government agreement and budget approval. The 2012/13 target pro-rated the federal allocation of 3,540 B.C. Provincial Nominee Program nominations for the 2012 calendar year.

[3] This includes 2655 nominations made during the first three quarters of 2012/13, 1164 nominations made during the last quarter of 2012/13, and 216 nominations of highly skilled workers nominated through the Federal Skilled Worker Backlog Reduction Pilot.

Discussion of Results

The Provincial Nominee Program (PNP) is designed to increase the economic benefits of immigration to the province by attracting and retaining skilled and entrepreneurial immigrants based on provincial economic needs, priorities and selection criteria. It offers accelerated immigration for qualified skilled workers and experienced entrepreneurs who can contribute to the economy. This performance measure indicates the number of principal applicants (excluding family members) nominated through the PNP in 2012/13, including 3,968 workers and 67 entrepreneurs.

In addition to the 2012/13 nominations, the PNP supported 130 new entrepreneurs to obtain initial work permits for the purpose of establishing businesses and creating jobs in British Columbia, which will lead to future PNP nominations. Since 2007, entrepreneurs attracted through the PNP have invested approximately $580 million, creating 1,068 new jobs.

Goal 5: Balanced Law and Policy

Objective 5.1: Labour laws and policies responsive to, and supportive of, the evolving world of work

The Ministry's legislation, policy and services are designed to: protect the health and well-being of British Columbia's workers; foster fairness; ensure that appropriate protections, supports and remedies are available; and promote labour stability. To maintain these outcomes, the law, regulations and services must keep pace with changes in the labour and health and safety environment.

Strategies

Key strategies over the past year included:

- Creating dialogue between the Ministry and stakeholders in the employer and worker communities so that critical employment and labour relations issues are addressed in a timely, effective and mutually beneficial manner and in a way that promotes labour stability.
- Ensuring that the principles of early intervention are available and applied, where necessary and appropriate, in collective bargaining and in the disposition of employment standards complaints.

Objective 5.2: Clients and stakeholders have knowledge of and understand labour requirements and processes

To achieve our objective of employment and labour laws and policies being responsive to and supportive of the evolving world of work, it is imperative that employers, workers, and other stakeholders are knowledgeable about workplace requirements, conflict resolution processes, and how to access them.

Strategies

Key strategies over the past year included:

- Ensuring access to a responsive and efficient Labour Relations Board to address issues in unionized workplaces as regulated by the *Labour Relations Code*.
- Engaging in initiatives aimed at increasing knowledge of employment standards among employees and employers.
- Providing direct workers' compensation assistance, guidance and service to workers and employers.
- Providing education, training, and mentoring to government agencies, public groups, professional associations, and unions on compensation claims and appeals issues.
- Providing training, mentoring and coaching to employers on workers' compensation and occupational health and safety issues to create safer, more effective workplaces and to protect vulnerable workers.
- Addressing language barriers within various ethnic communities by providing information and services in multiple languages.

Performance Measure 9: Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch

Performance Measure	2004/05 Baseline	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Percentage of employers whose employment practices resulted in no complaints being registered with the Employment Standards Branch	97.7%	97.5%	97.4%	96.5 – 98.5%	97.6% Achieved

Data Source: Employment Standards Branch Case Management System and BC STATS. The performance measure is determined by dividing the total number of employers not subject to complaints filed with the Employment Standards Branch within a fiscal year by the total number of business establishments with employees throughout the province.

Discussion of Results

This performance measure is both a reflection of labour stability and employer and worker knowledge of requirements and processes. A high percentage of employers without employee complaints registered with the Employment Standards Branch indicates a comprehensive and wide-spread understanding of labour requirements and processes. This in turn creates the stable labour climate that our economy relies on. The Ministry works to influence the measure through its educational and compliance initiatives, particularly in those sectors where vulnerable workers are most likely to be employed.

Performance Measure 10: Percentage of mediation applications settled

Performance Measure	2009/10 Baseline	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Percentage of mediation applications settled	86%	95%	89%	>86%	86% SUBSTANTIALLY ACHIEVED

Data Source: Labour Relations Board Annual Statistics (calendar years). The measure is calculated by dividing the number of mediator appointments under sections 55 and 74 of the Labour Relations Code that resulted in settlements, by the total number of appointments disposed of under those sections.

Discussion of Results

This measure demonstrates the extent to which mediation appointments made by the Labour Relations Board have resulted in settlements (i.e., where the parties agree to settle matters by way of mediation and/or arbitration). It is an important indicator of labour stability in the province and reflects the broad goal of balanced law and policy.

Goal 6: Outstanding People

Objective 6.1: Leaders who are accountable to deliver service, develop qualified people, and implement transformation

Strategies:

Key strategies over the past year included:

- Supporting a high-performance, service-oriented culture.
- Developing a critical knowledge transfer framework.
- Enhancing leadership and develop supervisory and management skills.
- Maintaining and enhancing the level of expertise of staff by providing professional development.

Goal 7: Service Excellence

Objective 7.1: Accessible, reliable, and timely adjudicative services

Timely, accurate and quality decisions are critical in ensuring that a fair and effective dispute resolution process exists and the successful delivery of Ministry programs and services is achieved.

Strategies

Key strategies over the past year included:

- Improving the efficiency and effectiveness of the Employment Standards Branch decision-making process through access to clear policy direction, sharing of best practices and the development and delivery of appropriate training.
- Ensuring that the Employment Standards Branch works to meet established timeline targets for resolving cases.
- Ensuring that systems are in place to track productivity and adherence to timeline targets for administrative tribunals.
- Establishing timelines and a baseline for the disposition of cases before the Labour Relations Board, with a performance measure to be implemented in the next year.
- Focusing on ensuring the efficiency and responsiveness of the workers' compensation appeal system.

Performance Measure 11: Percentage of Employment Standards Branch cases resolved within 180 days

Performance Measure	2010/11 Baseline	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Percentage of Employment Standards Branch cases resolved within 180 days	78%	82%	82%	>78%	74.8% SUBSTANTIALLY ACHIEVED

Data Source: Employment Standards Branch case management statistics. This measure is calculated by dividing the number of cases resolved within 180 days by the total number of cases filed.

Discussion of Results

This measure represents a timeliness indicator for the Employment Standards Branch. By aiming to resolve cases within 180-days, we are able to establish clear expectations for workers and employers and can ensure workers will receive any money they are owed within a designated time period. The target for this measure was not fully achieved due to a variety of factors, including a backlog of unresolved complaints, the complexity and timing of new complaints received, staff attrition rates that exceeded projections, and the conduct of investigations with respect to temporary foreign workers.

Objective 7.2: Innovative early intervention processes

Early intervention and the use of alternative dispute resolution processes support the timely, effective and fair resolution of complaints and disputes, which promotes overall compliance with labour legislation and fosters stability in labour relations. The Ministry continues to garner the support of essential stakeholders in innovative dispute resolution processes and initiatives.

Strategies

Key strategies over the past year included:

- Encouraging the use of early intervention and alternative dispute resolution methods such as self-help, mediation and relationship building.
- Continuing the emphasis of the Labour Relations Board on offering conflict resolution programs to the labour relations community that focus on team building, joint consultation committee effectiveness and relationship enhancement, to promote and encourage cooperative participation in resolving workplace issues between employers and unions.
- Supporting the Employment Standards Branch in providing education and proactive measures to facilitate and promote the use of early intervention and alternative dispute resolution in support of the complaint resolution model for employment standards (self-help materials and mediation prior to adjudication).
- Ensuring that sector-specific initiatives undertaken by the Employment Standards Branch foster mutual co-operation between government and industry, particularly as they relate to vulnerable workers.
- Promoting use of early intervention and early dispute resolution in the workers' compensation system (including self-help materials and merit assessments).

Objective 7.3: Increased client and stakeholder satisfaction through open and effective communication

Increased satisfaction arises from increased understanding, trust and respect. The success of these values relies upon open and effective communication.

Strategies:

Key strategies over the past year included:

- Providing services in multiple languages.
- Surveying biannually to measure client satisfaction with the service of the Employers' Advisers Office and Workers' Advisers Office.

Performance Measure 12: Client Satisfaction with the Employment Standards Branch

Performance Measure	2010/11 Baseline	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Client Satisfaction with the Employment Standards Branch	75%	86%	N/A[1]	>75%	Data Not Available[1]

Data Source: ESB Client Satisfaction Survey Results 2010 .

[1] No surveys were conducted in 2011/12 and 2012/13.

Discussion of Results

This performance measure assesses how satisfied clients are with the services provided by the Employment Standards Branch (ESB). The measure is based on responses to a client satisfaction survey first conducted in 2010. Results of the survey assist the Ministry in determining where improvements should be made to the services provided by the ESB. Because of significant staffing pressures experienced by the ESB in 2012/13, a decision was made not to conduct the survey. Instead staffing resources were focussed on resolving the more than 7,000 *Employment Standards Act* complaints the branch received within the 180-day timeline.

Performance Measure 13: Client Satisfaction with Employers' Advisers Office

Performance Measure	2004/05 Baseline	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Percentage of respondents satisfied or very satisfied with the Employers' Advisers Office	90%	87%	N/A[1]	At least 90%	91% ACHIEVED

Data Source: Biannual survey of clients of the Employers' Advisers Office.

[1] This is a biannual survey and no survey was conducted in 2011/12.

Discussion of Results

This measure demonstrates how satisfied clients are with the services provided by the Employers' Advisers Office (EAO). It is based on a biannual satisfaction survey conducted by BC Stats. The 2012/13 survey surveyed 3,721 employers and found a 91 per cent satisfaction level.

Performance Measure 14: Client Satisfaction with the Workers' Advisers Office

Performance Measure	2004/05 Baseline	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Percentage of respondents satisfied or very satisfied with the Workers' Advisers Office	73%	82%	N/A[1]	At least 80%	81% ACHIEVED

Data Source: Biannual surveys of clients of the Employers' Advisers Office and the Workers' Advisers Office.

[1] This is a biannual survey and no survey was conducted in 2011/12.

Discussion of Results

This measure demonstrates how satisfied clients are with the services provided by the Workers' Advisers Office (WAO). It is based on a biannual satisfaction survey conducted by BC Stats. The 2012/13 survey surveyed 993 clients whose files were closed between April 1, 2012 and September 30, 2012 and found an 81 per cent satisfaction level.

Report on Resources: Summary Table

	Estimated	Other Authorizations[1]	Total Estimated	Actual	Variance [2]
Operating Expenses ($000)					
Labour Market and Immigration Initiatives	18,071	(625)	17,446	18,562	1,116
Trade and Investment Attraction	16,258	21,679	37,937	36,279	(1,658)
Tourism	48,870	2,376	51,246	54,355	3,109
Major Investments Office	2,667	0	2,667	1,385	(1,282)
Competitiveness and Innovation	8,062	(2,397)	5,665	4,777	(888)
Economic Development	6,996	10,500	17,496	16,708	(788)
Transfers to Crown Corporations and Agencies	127,536	(15,292)	112,244	113,244	1,000
Executive and Support Services	5,648	173	5,821	5,615	(206)
Northern Development Fund	500	0	500	500	0
Labour	0	15,713	15,713	13,706	(2,007)
Sub-Total	**234,608**	**32,127**	**266,735**	**265,131[4]**	**(1,604)**
Adjustment of Prior Year Accrual[3]	0	0	0	(420)	(420)
Total	**234,608**	**32,127**	**266,735**	**264,711**	**(2,024)**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Executive and Support Services	3,103	0	3,103	1,714	(1,389)
Labour	0	173	173	16	(157)
Total	**3,103**	**173**	**3,276**	**1,730**	**(1,546)**

[1] Other Authorizations include Supplementary Estimates, Statutory Appropriations and Contingencies. Amounts in this column are not related to the "estimated amount" under sections 5(1) and 6(1) of the Balanced Budget and Ministerial Accountability Act for ministerial accountability for operating expenses under the Act.

Transfer to/from other ministries due to re-organizations ($2.601M)

Labour $15.713M

BC Pavilion Corporation ($9.142M)

BC Innovation Council ($6.150M)

Research and Innovation ($2.397M)

Multiculturalism ($0.625M)

Contingencies access $34.728M

Tourism Vancouver Operations $2.376M

Resort Municipalities Initiatives $10.500M

BC Jobs Plan $11.170M

India Market Outreach Strategy $10.509M

Minister of State for Small Business $0.173M

[2] Explanations for variances greater than 5%

Labour Market and Immigration Initiatives: Over expenditure due to Job Match pilot program

Tourism: Over expenditure due to $3M transfer to Destination BC

Major Investments Office: Under expenditure due to delays in fully implementing program. Savings were used to offset ministry priorities such as Job Match.

Competitiveness and Innovation: Under expenditure due to program savings used to offset ministry priorities.

Labour: Under expenditure due primarily to mandated savings

[3] The Adjustment of Prior Year Accrual of $0.420 million is a reversal of accruals in the previous year.

[4] The proportion of total resources used to fund service providers is 70% of the ministry's total gross expenditures in 2012/13.

Nechako-Kitamaat Development Fund Society

Organizational Overview

The Nechako-Kitamaat Development Fund Society (NKDFS) was incorporated on August 18, 1999 to support sustainable economic activity in northern communities affected by the Kemano Completion Project and by the creation of the Nechako Reservoir. The Government of British Columbia provides NKDFS with $500,000 annually from the Northern Development Fund, a 50-50 cost-sharing partnership fund created by the Province and Alcan.

NKDFS spends the income from its long-term investments on programs and projects that meet each community's goals for economic development and community stability. For more information on the Nechako-Kitamaat Development Fund Society, visit their website at www.nkdf.org.

Corporate Governance

The NKDFS is governed by a government-appointed board of directors who live in the investment area and represent a range of regional interests:

- Dwight Magee, Rio Tinto Alcan Inc.
- Greg Goodwin, Province of B.C.
- Shannon Eakin, Burns Lake (Secretary/Treasurer)
- Janice Baker, Vanderhoof
- John Amos, Kitamaat Village
- Keith Federink, Vanderhoof
- Ray Klingspohn, Vanderhoof
- Mike Robertson, Southside
- Wayne Salewski, Vanderhoof

Biographical information can be located at: nkdf.org/aboutus/board-members.

2012/13 Results

The Society received a total of 18 new applications during the 2012/13 fiscal year and approved 14, totalling $513,394. Two examples of the approved projects are:

Village of Burns Lake, Downtown Revitalization $100,000

The proponent of this project, the Village of Burns Lake, is making improvements to its downtown area. Phase One of the this project will invigorate and refresh the aesthetics on Highway 16, from the junctions at Centre Street, through to 5th Avenue, using a combination of

features including new pavement, curb bulbs, landscaping and trees, First Nations artwork, and new pedestrian crosswalks the phased revitalization plan. These improvements will complement and support local economic development as part of the response to the Babine Mill tragedy. The Village is sharing project costs with the Ministry of Transportation and Infrastructure, which plans to spend $14 million on highway improvements in the Lakes District.

Community Futures of Nadina, Enterprising Artisans $56,250

This project is a partnership led by Community Futures of Nadina (a non-profit organization aimed at community development in the Bulkley Valley and the Lakes District areas) and includes the Cheslatta Carrier Nation and Rio Tinto Alcan. The project will draw on resources from a broader range of stakeholders and serve a broader group of participants, including First Nations groups both in and outside the NKDFS investment area. The purpose of this project is to bring together artisans along the western corridor, create a brand, increase the profile of local artisans, and build a marketing and distribution system, including an online portal.

2012/13 Financial Summary

($ in thousands)	Actual 2012/13	Budget 2012/13	Actual 2011/12
REVENUE			
Contribution Agreement Funding - Province of BC	$500,000	$500,000	$500,000
Investment	$34,514	$33,970	$27,581
	$534,514	**$533,970**	**$527,581**
EXPENSES			
General	$85,069	$96,521	$81,906
Grant Promotion	$5,745	$10,000	$221
Grant Payments	$491,151	$1,041,619	$392,953
	$581,965	**$1,148,140**	**$475,080**
EXCESS (Revenue over Expenses)	$(47,451)	$(614,170)	$52,501
Fund Balance (Beginning of year)	$1,758,432	$1,758,432	$1,705,931
Fund balance (End of year)	**$1,710,981**	**$1,144,262**	**$1,758,432**

Appendix A: Ministry Contact Information

Ministers' Offices

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Deputy Minister's Office
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To learn more about the numerous programs and services provided by the Ministry of Jobs, Tourism and Skills Training and the Minister Responsible for Labour please visit www.gov.bc.ca/jtst

To find a specific person or program in the Ministry of Jobs, Tourism and Skills Training and the Ministry Responsible for Labour, you can also try the B.C. Government Directory.